

Saskatoon Public Schools Budget Report

SEPTEMBER 1,
2014 TO
AUGUST 31,
2015

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PROPOSED RESOLUTION

That the Board approve its annual operating and capital budget estimates for the fiscal year September 1, 2014 to August 31, 2015 as detailed in the *Budget Report* September 1, 2014 to August 31, 2015.

HIGHLIGHTS OF THE STRATEGIC PLAN AND BUDGET

The Saskatoon Board of Education's 2014-2015 Strategic Plan and Budget advance the priorities of the Board and the Ministry of Education's Education Sector Strategic Plan (ESSP). The Board's two main strategic initiatives are *Literacy for Life* and *Collegiate Renewal*. The enduring strategies, Hoshins and Outcomes of the Education Sector Strategic Plan are:

Enduring Strategies:

- Culturally relevant and engaging curriculum
- Differentiated, high quality instruction
- Culturally appropriate and authentic assessment
- Targeted and relevant professional learning
- Strong family, school, and community partnerships
- Alignment of human, physical, and fiscal resources

Hoshin: Identify and implement a unified set of provincial high impact reading assessment, instruction, and intervention strategies in 2014-15.

Hoshin: In partnership with First Nation and Métis stakeholders, develop a First Nation and Métis student achievement initiative.

Outcome: By June 2020, 80% of students will be at grade level or above in reading, writing, and math.

Outcome: By June 2020, collaboration between First Nation and Métis and non- First Nation and Métis partners will result in significant improvement in First Nation and Métis achievement and graduation rates.

Outcome: Saskatchewan's graduation rate will be 85% by 2020.

Outcome: By 2017, the increase in operational education spending will not exceed the general wage increases and inflationary costs within the sector while being responsive to the challenges of student need, population growth, and demographic changes.

Outcome: By June 2020, 90% of students exiting Kindergarten will score within the appropriate range in 4 of the 5 domains as measured by the Early Years Evaluation (EYE).

This budget presents the anticipated revenues and expenditures required to achieve the outcomes associated with the Board's priorities, the Education Sector Strategic Plan, and an increasingly diverse student population. The Education Sector Strategic Plan details a number of improvement targets in areas such as: literacy and numeracy, graduation rates and student engagement.

The Board of Education's commitment to provide a quality education to students in a fiscally responsible manner for the 2014-2015 Budget and Plan is detailed through the following actions.

LITERACY FOR LIFE

1. Over the 2013-2014 school year the Education Sector Strategic Plan was developed through an extensive process that involved the province's directors of education, board chairs, the Saskatchewan School Boards Association, ministry personnel, school divisions and stakeholder groups. After the ESSP was approved by all boards, our Board refreshed its two learning priorities, Early Learning and Literacy (*Literacy for Life*) and *Collegiate Renewal* for another three years (2014-2017). Both priorities focus on powerful instructional and assessment strategies, our student's skill development for the 21st Century, and on culturally responsive learning environments.
 - During the 2014-2015 year, our early learning and literacy initiative (*Literacy For Life*) will continue to enhance the language literacy development of pre-kindergarten to Grade 8 students. As well, we will support our students who struggle to read, through developing and supporting tier two interventions including Leveled Literacy Intervention and Read to Succeed. Just Read will continue to promote reading beyond the school day for all pre-kindergarten to Grade 12 students. Next year, we will expand our Literacy for Life priority goal to include mathematics and an increased emphasis on achievement and graduation rates of First Nations, Inuit and Métis students. In addition, Literacy for Life will emphasize the professional development of school based leaders and implement the provincial high impact reading assessment, instruction, and intervention strategies identified by the Education Sector Strategic Plan. This priority is a multi-year initiative with the intended learning outcome of all students demonstrating at or above grade level achievement in reading, writing and mathematics.
 - The *Collegiate Renewal* learning priority continues to focus on improving our collegiate students' engagement and competence through formative assessment and responsive instruction. This initiative will focus the coordination and support of present and future innovative instruction within our collegiates in order to facilitate deep learning and timely graduation for secondary students. Professional learning continues to be the cornerstone of our priority and special attention and data collection regarding the success of First Nations, Inuit and Métis students will be added to a more general focus on reading and writing at grade level, mathematics, and the use of technology. This multi-year priority

continues to be directed toward making our student's learning increasingly relevant to their needs and applicable in a 21st Century skills-based society.

2. The continuation and addition of several strategic initiatives related to our students' learning include:

- Four new pre-kindergarten programs will be established.
- Increased implementation of Leveled Literacy Intervention and Roadways to Reading programming to enhance our students' literacy skills.
- The professional learning model for teachers of mathematics will be enhanced in order to improve student achievement in mathematics.
- Increased technology support for the 21st Century will strengthen student learning outcomes for *Literacy for Life* and *Collegiate Renewal*. The continued development of a 21st Century Learning Academy at Caroline Robins will provide a lighthouse program demonstrating how an inquiry learning approach can be enhanced for all students through the use of technology.
- The Board's two learning priorities will be strengthened by a continued focus on assessment of and for learning practices Pre K-12.
- Enhanced English as an additional language (EAL) programming will continue to be provided to students in grade one to grade twelve. In addition, the Newcomer Student Centre will continue to welcome EAL students and families. The coordinator and consultants will provide professional development and support.
- Late French immersion programming at Henry Kelsey and College Park will continue to meet the needs of students seeking a second opportunity to learn the French language. The expansion of new French Immersion programs at Alvin Buckwold, Forest Grove and Centennial Collegiate will make programming more readily accessible to those living in new neighbourhoods.
- Mathematics will be an area of focus within the *Literacy for Life* priority. Education for sustainable development initiatives will be aligned with the Ministry of Education's renewed curricular outcomes.
- Community consultation and parent engagement associated with *Collegiate Renewal* and *Literacy for Life* will continue.

- Career planning for students will be enhanced through the implementation of a division wide grade nine portfolio plan through "My Blueprint".

INITIATIVES WITHIN BOTH LEARNING PRIORITIES

- Both priorities will focus intensively on the engagement, achievement and graduation rates of First Nations, Inuit and Métis students.
- The ongoing development and implementation of culturally responsive schools will proceed through the support of the Okiciyapi Partnership and the First Nations, Inuit, Métis and Education Unit. Curriculum initiatives will enhance the focus on First Nations, Inuit, Métis and Education perspectives and ways of knowing, and treaty education.
- The "Engaging Aboriginal Youth in Entrepreneurship" programming will continue.
- An increased focus on the Community Education Action Plan as part of the Board's Early Learning and Literacy (*Literacy for Life*) priority will be continued.
- The First Nations Inuit and Métis Education Action Plan will be continued including additional support for speech language pathology and the provision of First Nations, Inuit and Métis learning leaders in select collegiates.
- An enhanced emphasis on safe, caring and accepting schools will be undertaken, (Education Continuity, Emergency Response Planning, development of community protocols and partnerships).
- Student supports programming will be enhanced in the areas of personnel, instructional technology, behaviour interventions, and staff development.
- The new IGen (intergenerational) Program will be established for Grade 6 students who will spend their classroom time at Sherbrooke Community Centre and College Park School.

- A continued focus on the development of early learning care centres, including the development of the new early learning care centre at Caroline Robins School with room for 50 children, will provide seamless early learning care environments for our youngest learners.
- New career education initiatives will be developed and implemented in alignment with Ministry of Education curriculum renewal recommendations, the work of the Industry Education Council, and the Saskatoon Trades and Skills Centre at Mount Royal Collegiate.
- The historical educational partnership with the Whitecap Dakota First Nation Council and school will be strengthened. A new comprehensive agreement will facilitate transitions for Whitecap Dakota First Nations students into Saskatoon Public Schools.

GOVERNANCE

- A fiscally responsible budget will be established.
- An annual audited financial statement will be presented to the Board.
- The financial contribution to capital projects for facility improvements at schools, when combined with operating, and other partner funded capital projects such as cost sharing with the Ministry to complete partial roof replacements at schools, will address key priorities regarding the deferred maintenance backlog.
- The Fiscal Leadership Report that highlights investments, managing expenditures and revenue initiatives will be presented annually to the Board.
- The construction of the new Willowgrove Elementary School will be completed.
- The Annual Report will be submitted by the Board to the Minister of Education in accordance with Section 283(1) of The Education Act.
- Lean initiatives will continue to ensure Saskatoon Public School processes are operating efficiently and effectively.
- There will be relocatable additions at three schools to accommodate enrolment and program growth.
- Initiatives designed to help build a representative workforce will be continued (staff development, cultural competency training).
- An increased use of technology to support division priorities will be provided through the renewal of technology including secondary computer labs, secondary and elementary computer library computers, secondary notebook pods, data projectors, special education, networking upgrades and school-based servers and storage. In addition, professional development funding and learning support staff will be sustained in 2014-2015 to continue capacity building for the transformational use of technology in classrooms and schools.

SASKATOON PUBLIC SCHOOLS STRATEGIC PLAN 2014-2015 In support of the Education Sector Strategic Plan (ESSP)	
BOARD PRIORITIES	
Literacy for Life (Early Learning and Literacy)	
1	Continue and expand the use of high impact strategies to realize the targets outlined in the ESSP related to literacy and numeracy outcomes.
2	Continue Just Read, Read to Succeed, Levelled Literacy Intervention, Roadways to Reading, early learning care initiatives, pre-kindergarten, grades Pre K-8 literacy programming, and leadership development.
3	Participate as members of provincial reading team.
4	Include Mathematics as an area of focus within the <i>Literacy for Life</i> priority.
5	Expand and enhance the professional learning model for teachers designed to assist teachers with subject, content, and pedagogical knowledge in order to improve student achievement in Mathematics.
6	Implement four new pre-kindergarten programs.
7	Implement instructional coaching model in schools participating in the Community Education Action Plan
Collegiate Renewal	
8	Continue and strengthen the components of <i>Collegiate Renewal</i> to increase student engagement and graduation rates: formative assessment, student voice, innovative programming, leadership development, career education and culturally responsive learning environments.
9	Increase focus on mathematical and technological learning.
10	Implement instructional coaching model in a number of colleges.
11	Implement pre-engineering programming at Bedford Road Collegiate.
12	Implement division wide grade nine portfolio plan through "MyBlueprint"
13	Establish a grade nine "Culture and Leadership Program" at Nutana Collegiate
Initiatives With Both Learning Priorities	
14	Implementation of Provincial Curriculum Renewal Strategy.
15	Continue assessment of and for learning staff development and practices K-12.
16	Enhance English as an additional language (EAL) support in grades K-12.
17	Continue community engagement associated with <i>Collegiate Renewal</i> and <i>Literacy for Life</i> .
18	Provide professional development for teachers of additional language learners (French Immersion and Cree Language and Culture Program).
Other Strategic Literacy and Achievement Initiatives	
19	Expand French Immersion programming: Alvin Buckwold School, Forest Grove School and Centennial Collegiate
20	Implement new AcTal Program at Silverspring School.
21	Implement Advanced Program at Evan Hardy Collegiate.

SASKATOON PUBLIC SCHOOLS STRATEGIC PLAN 2014-2015 In support of the Education Sector Strategic Plan (ESSP)	
BOARD PRIORITIES	
22	Continue support of the 21st Century Learning Academy at Caroline Robins School.
23	Establish an Intergenerational Classroom (IGen) for grade six students at College Park School/Sherbrooke Community Centre.
First Nations, Inuit and Métis Education	
24	Continue participation with First Nations, Inuit and Métis partners in ESSP initiative to seek improvement in First Nations, Inuit and Métis student achievement and graduation rates.
25	Continue to strengthen First Nations, Inuit and Métis Education partnerships such as the Okiciyapi partnership.
26	Continue to develop cultural responsiveness models and support Treaty Education.
27	Continue and enhance the historical educational partnership with the Whitecap Dakota First Nation Council and school.
28	Continue cultural competency staff development.
29	Continue "Engaging Aboriginal Youth in Entrepreneurship" programming.
Special Education	
30	Continue support for special education technology.
31	Expand supports and programming for students with emotional and behavioral needs.
32	Focus on ensuring inclusive learning environments for all children requiring intensive supports.
33	Continue and strengthen supports and resources for students with learning disabilities.
Safe, Caring and Accepting Schools	
34	Continue education continuity and emergency response planning.
35	Continue healthy and respectful relationship development.
36	Continue advocacy for blended early learning care.
37	Enhance career education initiatives leading to development of employment skills.
38	Continue partnership work with various post-secondary institutions (Saskatoon Trades and Skills Centre at Mount Royal and University of Saskatchewan internship placement).
39	Enhance health partnerships in our schools.
Facilities for Learning	
40	Continue to participate in the New School Bundling projects.
41	Implement the Annual Capital Plan.
42	Continue to monitor and verify energy savings for the Energy Smart Program.
43	Continue Future of our Schools Process and develop the Five Year Capital Plan.
44	Complete the construction of Willowgrove Elementary School.
Fiscal Management	
45	Continue working with the Ministry of Education to develop a funding model that is responsive to student need, population growth and demographic changes.
46	Continue the Fiscal Leadership Report.
47	Continue Lean events to ensure processes are operating in an efficient and effective manner.
48	Continue to implement innovative and creative programs with funds provided by the Saskatoon Public Schools Foundation.
School Community Councils	
49	Continue to develop capacity of school community councils.

FISCAL ISSUES THAT NEED TO BE ADDRESSED WITH THE MINISTRY OF EDUCATION

1. To ensure adequate funding of the Board's strategic priorities of *Literacy for Life* and *Collegiate Renewal* within the Education Sector Strategic Plan. These priorities will continue to require sufficient funding in future budgets.
2. To work with the Ministry of Education, Saskatchewan School Boards Association (SSBA), League of Educational Administrators, Directors and Superintendents of Saskatchewan (LEADS), and the Saskatchewan Association of School Business Officials (SASBO) to identify incentives and disincentives in the current funding PreK-12 Funding Distribution Model. To ensure that the guiding principles upon which the Funding Distribution Model is based (mutual responsibility, accountability, transparency, equity and stability) are adhered to.
3. To work with SaskBuilds, Ministry of Education and the four other school divisions on the new school bundling project (that involves the construction of eighteen schools at nine locations). To ensure that the process is conducted in a transparent and financially sound manner.
4. To secure long term sustainable funding of the Capital Budget to address the backlog of work identified in the facility audits.
5. To ensure that existing locally negotiated collective agreements are fully funded from the Ministry of Education, as the school board no longer has the ability to set the mill rate.
6. To be certain that technology and bandwidth support the Education Sector Strategic Plan and that they are adequately addressed and funded by the Ministry of Education.
7. To ensure adequate funding to support students with special needs.
8. To ensure adequate funding is in place to provide English as an additional language (EAL) supports as immigration levels and in-province migration to Saskatoon continue to increase.
9. To ensure adequate funding to support the enhanced engagement and achievement for First Nations, Inuit and Métis students.
10. To work with the Ministry of Education to develop an innovative component in the funding model. This will encourage creativity and research-based approaches to better address the local needs of each school division and to help improve overall achievement results.

11. To ensure the transportation funding model includes factors to reflect the transportation costs related to significant growth in new neighbourhoods without schools; the cost of transportation to new programs; and contractual commitments.
12. To conduct a Lean event with the Ministry of Education, to improve the processes of transferring information between the Ministry of Education and Saskatoon Public Schools.
13. To work with the Ministry of Education and other school divisions to ensure that new funding category changes (efficiency factor) are introduced in a manner that includes consultation and financial impact analysis on the affected parties, prior to implementation.

FINANCIAL ASSUMPTIONS

The following are the most significant assumptions:

1. The Ministry will approve the 2014-2015 Budget.
2. The 2014-2015 Budget includes an estimated increase in enrolment of 475 students when comparing the projected enrolment for September 2013 to the projected enrolment for September 2014.

FINANCIAL INFORMATION

INTRODUCTION

Statement of Operations

	Budget 2014-2015	Budget 2013-2014 (note)
<u>Revenues</u>		
Property taxes	\$ 105,923,000	\$ 101,680,000
Provincial grants	110,696,790	114,479,823
Tuition and related fees	3,036,750	1,553,900
Complementary services	3,247,254	3,090,400
External services	6,564,539	6,281,100
School generated	4,955,000	4,955,000
Other	1,244,000	1,212,000
Total revenues	235,667,333	233,252,223
<u>Expenses</u>		
Governance	813,346	803,566
Administration	6,701,664	6,582,167
Instruction	174,940,553	170,354,052
Plant	34,159,544	33,708,667
School generated	4,955,000	4,955,000
Transportation	6,815,784	6,184,160
Tuition and related fees	278,500	263,450
Complementary services	3,374,442	3,241,236
External services	6,611,822	5,796,955
Interest	707,500	973,000
Total expenses	239,358,155	232,862,253
Surplus/(deficit)	(3,690,822)	389,970

Note: Budget 2013-2014 expenses have been reclassified to conform to the new recommendations as applied to Budget 2014-2015 for reporting by the Ministry of Education. The surplus for 2013-2014 has not been impacted. The reclassification in Budget 2013-2014 was necessary for comparative purposes.

Cash Flow Requirements

	Budget 2014-2015	Budget 2013-2014
Total revenues (note 1)	235,667,333	233,252,223
Total expenses	239,358,155	232,862,253
Surplus/(deficit)	(3,690,822)	389,970
<i>Tangible Capital Assets:</i>		
Purchases	(7,235,098)	(12,508,709)
<i>Long-term Debt:</i>		
Debt issued	2,037,920	-
Debt repayments	(4,425,000)	(4,924,000)
<i>Non-cash Items:</i>		
Amortization expense	11,670,000	11,772,000
Employee future benefits expenses	363,000	340,000
<i>Reserves:</i>		
Use capital reserves (note 2)	1,045,000	2,740,739
Use operating reserves	350,000	-
Transfer to capital reserves	600,000	
Technology	-	2,400,000
Other reserves	(715,000)	(210,000)
Surplus/deficit	-	-

Notes:

1. Budget 2014-2015 includes \$2.7 million in revenues from the Ministry for capital projects and Budget 2013-2014 included \$5.3 million. Budget 2013-2014 reported a higher amount of capital revenues because of the Willowgrove School construction project.
2. During 2013-2014, the Board approved additional capital expenditures. The funding will go into capital reserves in 2013-2014; however, some of the work will be completed during 2014-2015. The use of the capital reserves relates to the timing of the projects.

REVENUES

Total 2014-2015 revenues are estimated at \$235,667,333, an increase of 1.04 % compared to the previous year.

	Budget			
	2014-2015	2013-2014	\$ Change	% Change
<u>Revenues</u>				
Property taxes	\$ 105,923,000	\$ 101,680,000	\$ 4,243,000	4.17%
Provincial grants	110,696,790	114,479,823	(3,783,033)	-3.30%
Tuition and related fees	3,036,750	1,553,900	1,482,850	95.43%
Complementary services	3,247,254	3,090,400	156,854	5.08%
External services	6,564,539	6,281,100	283,439	4.51%
School generated	4,955,000	4,955,000	-	0.00%
Other	1,244,000	1,212,000	32,000	2.64%
 Total Revenues	 \$ 235,667,333	 \$ 233,252,223	 \$ 2,415,110	 1.04%

Total 2014-2015 revenues for operations (and not capital) are estimated at \$232,971,143, an increase of 2.19% compared to the previous year.

	Budget			
	2014-2015	2013-2014	\$ Change	% Change
<u>Revenues</u>				
Property taxes	\$ 105,923,000	\$ 101,680,000	\$ 4,243,000	4.17%
Provincial grants	108,000,600	109,194,880	(1,194,280)	-1.09%
Tuition and related fees	3,036,750	1,553,900	1,482,850	95.43%
Complementary services	3,247,254	3,090,400	156,854	5.08%
External services	6,564,539	6,281,100	283,439	4.51%
School generated	4,955,000	4,955,000	-	0.00%
Other	1,244,000	1,212,000	32,000	2.64%
 Total Revenues	 \$ 232,971,143	 \$ 227,967,280	 \$ 5,003,863	 2.19%

EXPENSES

In 2014-2015, expenses are estimated to be \$239,358,155, an increase of 2.79% compared to the previous year's budget.

	Budget			
	2014-2015	2013-2014	\$ Change	% Change
<u>Expenses</u>				
Governance	\$ 813,346	\$ 803,566	\$ 9,780	1.22%
Administration (note 1)	6,701,664	6,582,167	119,497	1.82%
Instruction (note 2)	174,940,553	170,354,052	4,586,501	2.69%
Plant	34,159,544	33,708,667	450,877	1.34%
School generated	4,955,000	4,955,000	-	0.00%
Transportation (note 3)	6,815,784	6,184,160	631,624	10.21%
Tuition and related fees (note 4)	278,500	263,450	15,050	5.71%
Complementary services (note 5)	3,374,442	3,241,236	133,206	4.11%
External services (note 6)	6,611,822	5,796,955	814,867	14.06%
Interest/allowances (note 7)	707,500	973,000	(265,500)	-27.29%
 Total expenses	 \$ 239,358,155	 \$ 232,862,253	 \$ 6,495,902	 2.79%

Notes:

1. There were some adjustments to the budgets for benefit premiums to more closely reflect the actual results in 2012-2013.
2. The projected enrolment in September 2014 indicates an increase of approximately 475 students. Budget 2014-2015 includes additional classroom, special education and English as an additional language teachers, educational assistants and resources for the additional students. At the direction of the Ministry of Education, there are no additional costs included in the 2014-2015 or 2013-2014 budgets for the estimated increase in salary costs due to the new provincial agreement that had not been settled at the time the 2014-2015 Budget was developed.
3. Transportation costs have escalated due to higher rates and increased transportation demands due to the new neighbourhoods in the city that do not have schools.
4. The 2014-2015 Budget reflects the trend of the tuition paid to more home-based students.
5. The Ministry of Education has provided funding for four additional pre-kindergarten programs in 2014-2015.

6. Saskatoon Public Schools has a memorandum of agreement with *Whitecap Dakota First Nations* to provide teachers and other supports to Whitecap School. The 2014-2015 Budget reflects these costs. The matching revenues from the federal government are included in the budget as external revenues.
7. In the past, the major technology refreshes were completed using debt. In Budget 2013-14, the Board decided to use the reserves to provide the technology refresh. (These reserves will be repaid over a four year time period.) In addition, the loan for the land at Centennial Collegiate will be repaid in December 2014.

SALARIES AND BENEFITS

In 2014-2015 salaries and benefits are expected to cost approximately \$184.2 million, an increase of approximately \$6.3 million or 3.6% compared to the 2013-2014 Budget. The increase is primarily caused by the additional teachers in the 2014-2015 Budget due to the projected increase in enrolment. At the direction of the Ministry of Education, the teachers' salary increases were not included in the 2013-2014 or 2014-2015 budgets.

The benefit costs have increased by 8.4% when compared to the 2014-2015 Budget. Similar to 2013-2014, the Employment Insurance and Canada Pension Plan premiums increased by rates greater than inflation. In addition, there were adjustments to the premium due to the actual results in 2012-2013.

CAPITAL EXPENDITURES

Capital grants will be provided by the Ministry of Education for Preventative Maintenance and Renewal projects. The grant will be received during 2014-2015 and is expected to help address the backlog in roofing replacements.

- Capital projects totalling approximately \$7.2 million include:
 - Replacement of roofs at various schools
 - Completion of the installation of the new portables at Henry Kelsey and Dundonald Schools
 - Completion of the installation of the new portables and portable roof replacements at Forest Grove School
 - Addressing infrastructure emergencies during the year
 - Replacement of windows
 - Providing technology for the classrooms

The capital projects will be funded as follows:

Funding from the Ministry of Education	\$ 2,696,190
Capital Reserves (allocations made by the Board and Ministry funding during 2013-2014)	1,045,000
Allocation to Capital Projects by Saskatoon Public Schools	1,455,988
Capital Debt Issued for the Technology Refresh	<u>2,037,920</u>
Total Capital Projects	\$ <u>7,235,098</u>

Capital Plan

	Source of Funding				Timing of Capital Projects		Total Costs
	Funding from the Ministry	Additional Capital Projects 2013-2014	Capital Plan 2014-2015	Funded with Debt	New Capital Costs in 2013-2014	Capital Costs in 2014-15	
<u>Facilities department:</u>							
Roof replacements - various schools	\$2,696,190	\$ 160,000	\$ -	\$ -	\$ 160,000	\$ 2,696,190	\$ 2,856,190
Infrastructure emergencies		390,000	445,300		390,000	445,300	835,300
Portables:							
Henry Kelsey (1)	211,250	138,750	-		105,000	245,000	350,000
Dundonald (1)	211,250	138,750	-		175,000	175,000	350,000
Forest Grove (3)	422,500	827,500	-		625,000	625,000	1,250,000
Window replacements	-	420,300	79,700		420,300	79,700	500,000
Vehicle replacements	-	-	75,000		-	75,000	75,000
Subtotal	\$3,541,190	\$ 2,075,300	\$ 600,000	\$ -	\$ 1,875,300	\$ 4,341,190	\$ 6,216,490
<u>Other departments:</u>							
Technology	-	-	624,611	2,037,920	-	2,662,531	2,662,531
Simulators	-	-	36,557	-	-	36,557	36,557
Special education - technical aids	-	-	194,820	-	-	194,820	194,820
Total capital projects - all departments	\$3,541,190	\$ 2,075,300	\$ 1,455,988	\$ 2,037,920	\$ 1,875,300	\$ 7,235,098	\$ 9,110,398

RESERVE TRANSFERS

	Operating Reserves	Capital Reserves	Other Reserves
Reserve transfers to/(from) the Operating Reserves:			
To the Reserve for Facility Repairs Related to Rentals (net)	(15,000)		15,000
To Internally Restricted Surplus Designated for Tangible Capital Asset Expenditures			-
For 2014-2015 Expenditures	(600,000)	600,000	
For 2013-2014 Expenditures	(40,000)	40,000	
To Technology Replacement Reserve	(600,000)		600,000
To the Reserve for Civic Elections	(60,000)		60,000
Total transfers	<u>\$ (1,315,000)</u>	<u>\$ 640,000</u>	<u>\$ 675,000</u>

ACTUAL RESERVE FUNDS AND LONG TERM DEBT

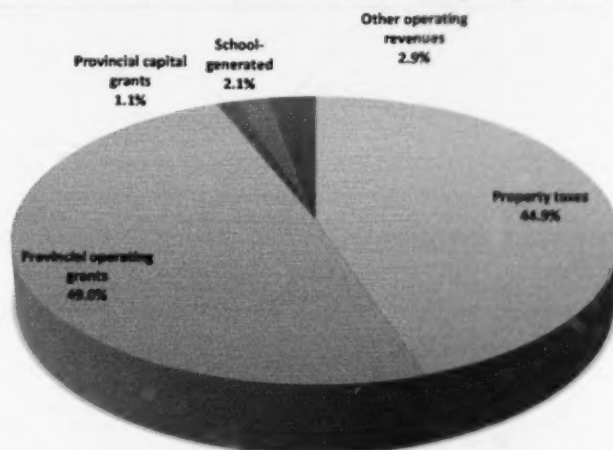
The Board's reserves from the Unrestricted Accumulated Surplus and Internally Restricted Surpluses totalled approximately \$14.4 million as at August 31, 2013 (\$16.8 million at August 31, 2012).

At August 31, 2013, capital loans of the Board totalled approximately \$22.0 million (compared to \$19.5 million at August 31, 2012):

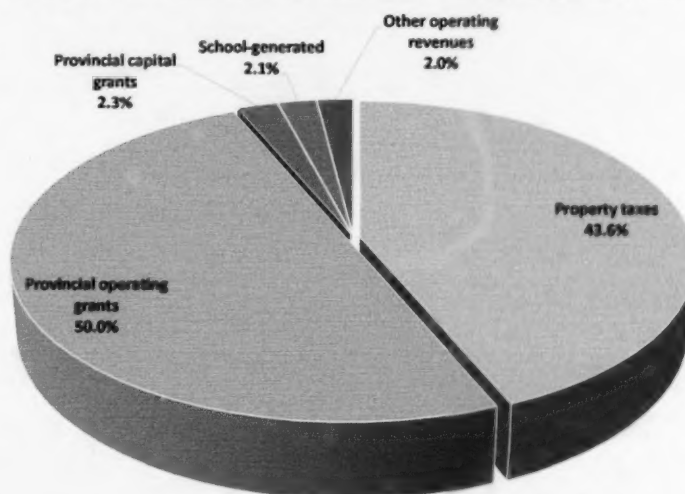
Willowgrove School – construction (new in 2013-2014)	\$7.1 million
Energy Smart Program	\$5.1 million
Tommy Douglas Collegiate - construction and land costs	\$4.8 million
Centennial Collegiate - construction and land costs	\$3.7 million
Debt for Technology	\$1.3 million

APPENDIX – ADDITIONAL FINANCIAL INFORMATION

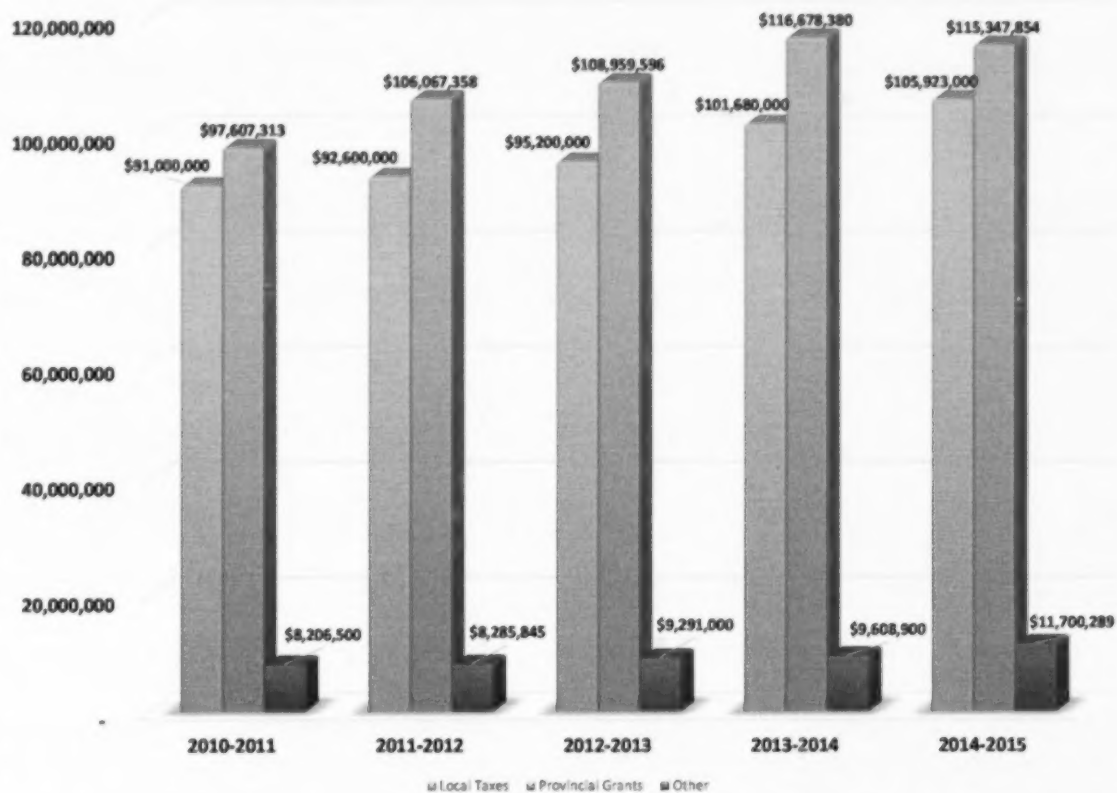
Total Revenue Sources for the Year Ending August 31, 2015



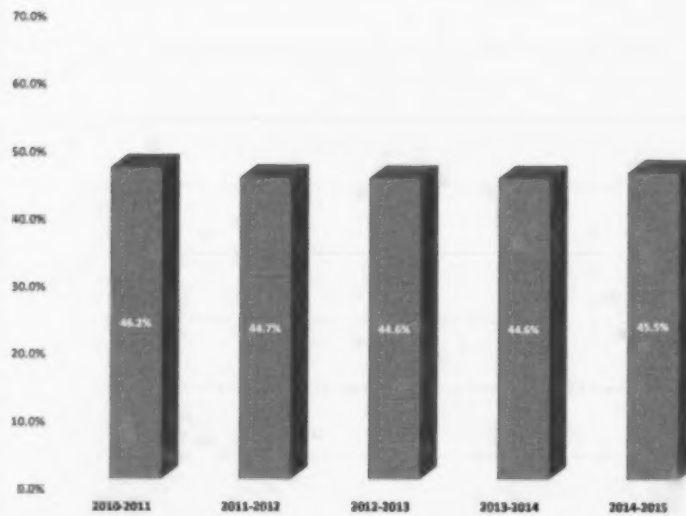
Total Revenue Sources for the Year Ending August 31, 2014



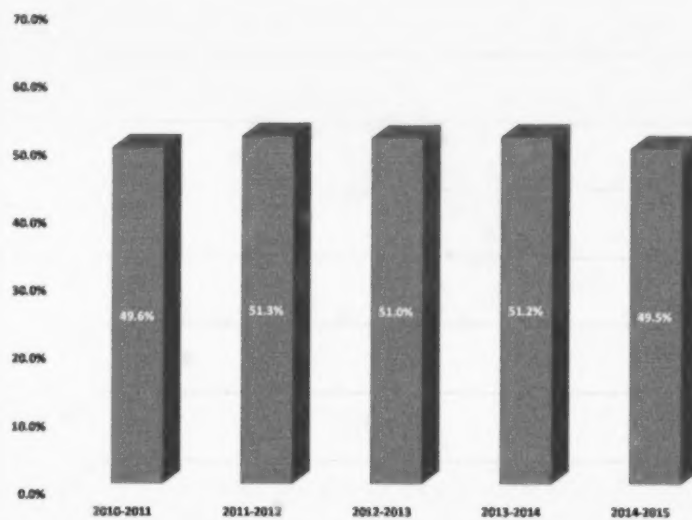
Operating Revenue By Source – 2010-2015



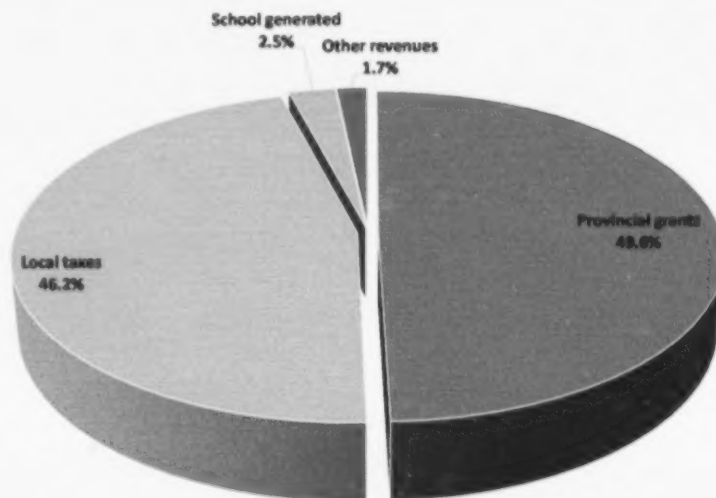
Local Taxes as a Percentage of Operating Revenue



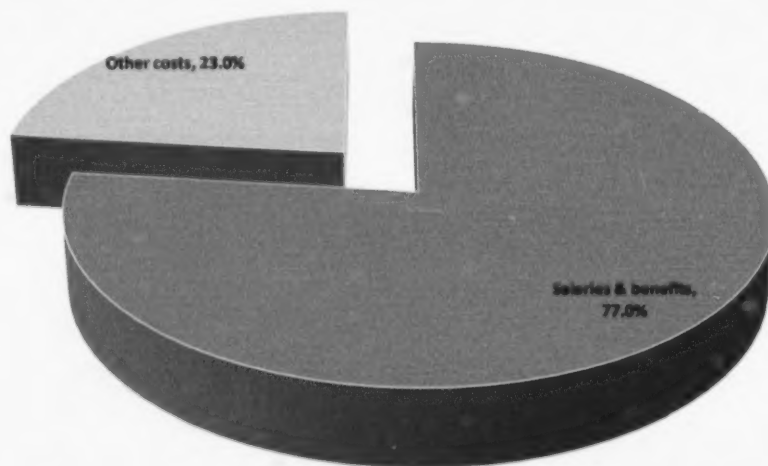
Provincial Operating Grants as a Percentage of Operating Revenue



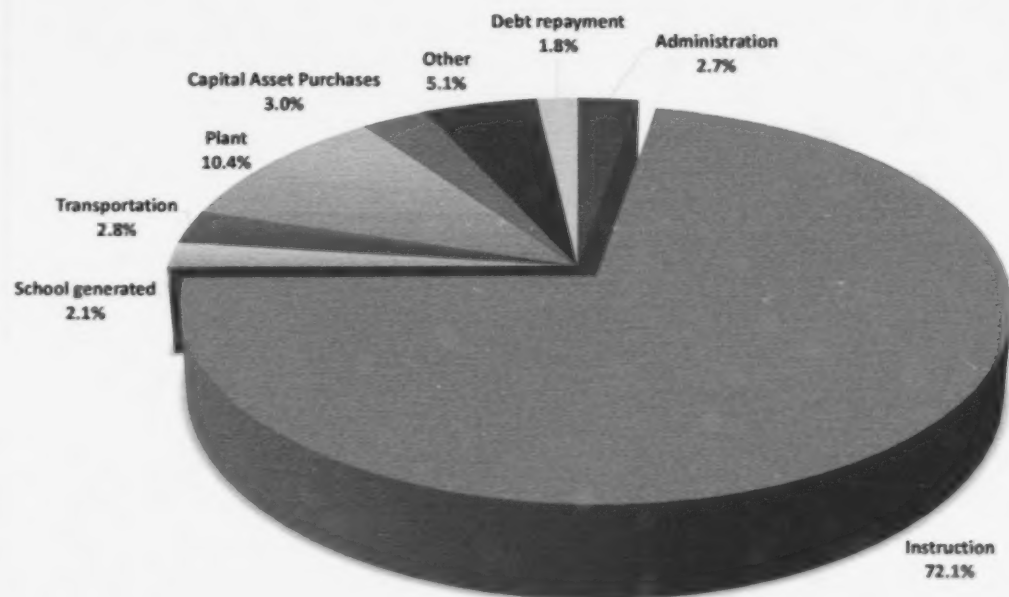
Non-Capital Revenues by Source for the Year Ending August 31, 2015



Total Expenses for the Year Ending August 31, 2015



Cash Outflows in 2014-2015



Student Enrolment 2004-2013

